



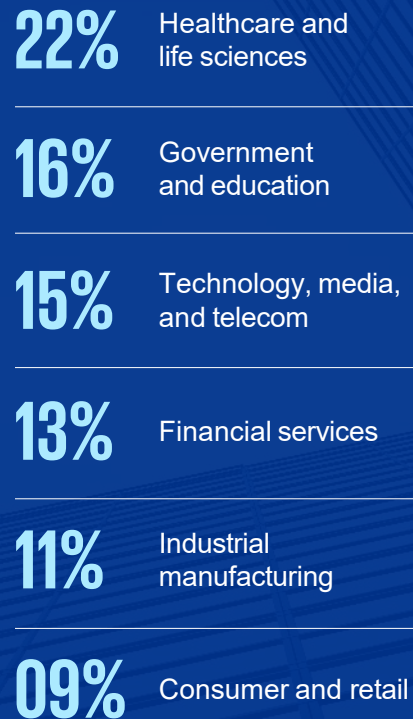
# A new beginning: Insights from the KPMG American Worker Survey

December 2024

# Demographics of the American Worker Survey

KPMG surveyed more than **2,000 US-based employees** representing different industries.

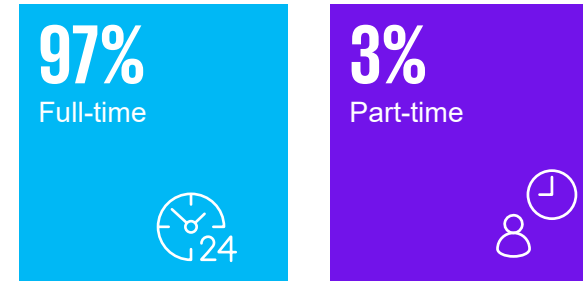
## Top six industries



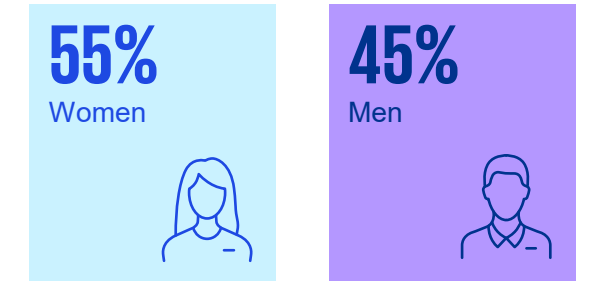
## Company role



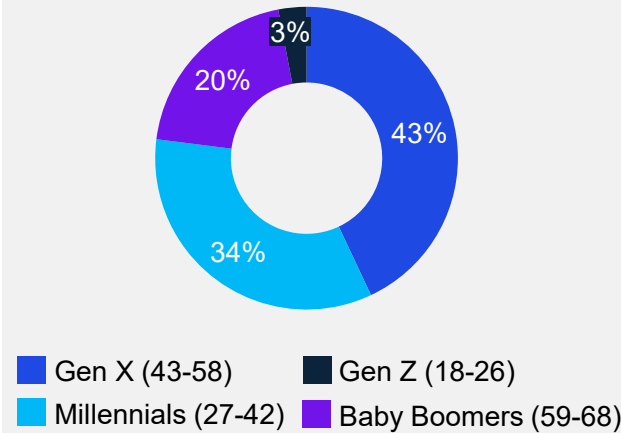
## Employment status



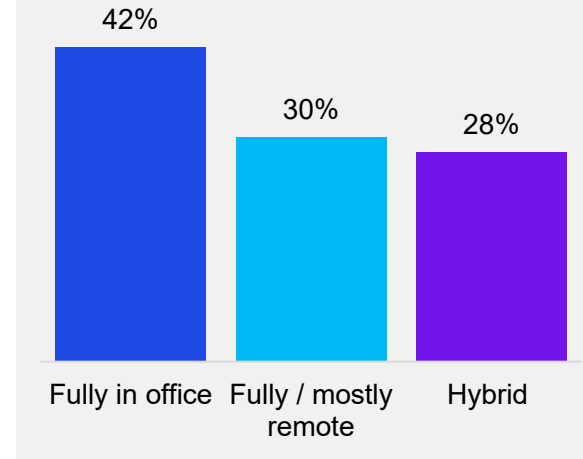
## Survey demographics\*



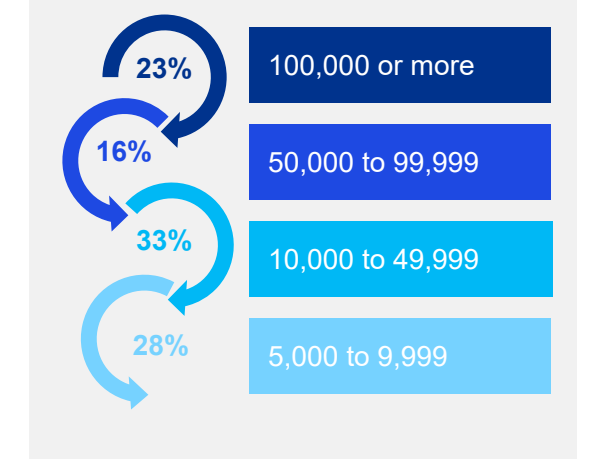
## Generational breakdown



## Work location



## Number of employees



\*Other genders have been excluded due to small count (<1 percent) and values may not add to 100% due to rounding.

# 01

## Optimism for GenAI and automation

Fear and resistance around artificial intelligence (AI) have significantly declined. In last year's survey, more employees were concerned about their jobs becoming obsolete. Now most say automation has improved their professional abilities while relatively few are concerned about roles being eliminated. Moreover, most employees use automation tools regularly.

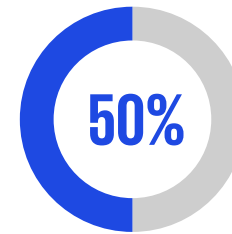
Greater optimism and adoption may stem from how organizations emphasize learning & development. Most employees say their organization promotes continuous learning about automation technology; more than half say their organization has communicated a vision for implementing automation technologies in the workforce.

### Key actions

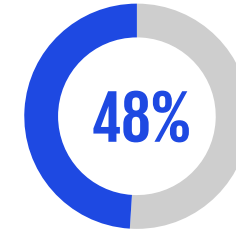
- Remain transparent around the organization's AI intentions
- Communicate regularly about how AI adoption is intended to elevate workers, not replace them
- Invest in robust GenAI learning and upskilling programs that meet employees where they are
- Stress the importance of continuous learning to keep pace with new technologies, including how to get the most value from them and use them responsibly

## How employees view GenAI / automation tools

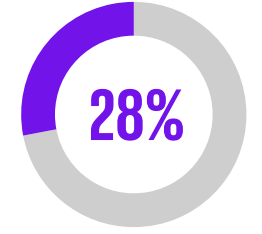
### Employees see the benefits of automation



Automation has improved professional abilities

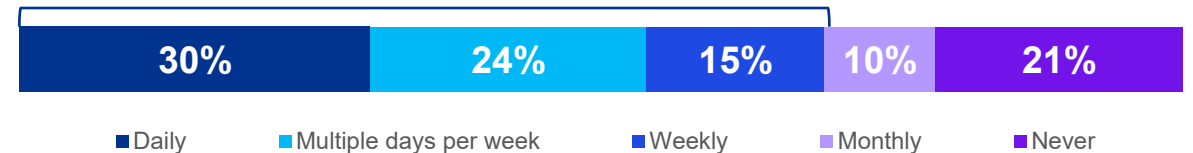


Automation will provide new career opportunities



Concerned roles will be eliminated by automation

### 69% use automation tools at least weekly



### Learning & development is a key part of adoption



Organizations prioritize continuous learning & development about automation



Organizations have shared their vision for adopting automation

# 02

## Many employees weighing new roles

In recent years, workplace trends such as the Great Resignation, Quiet Quitting, and Career Cushioning have emerged. Our survey suggests a new trend is emerging: Many employees are considering leaving their organizations while fewer are actively looking for new jobs. Many Millennials—the largest segment of the workforce—are among those considering leaving, which could create instability and talent shortages in the workforce.

Top sources of workforce dissatisfaction include difficulties maintaining work-life balance, non-competitive financial compensation, and feeling disrespected. In addition to compensation and work-life balance, workers value upskilling and careers development as key positive factors in retention.

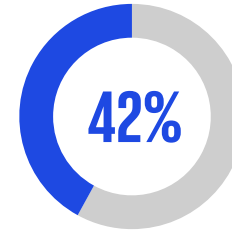


### Key actions

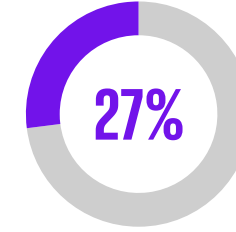
- Invest in upskilling and career mobility to attract and retain top talent
- Be mindful of the top three reasons people leave their companies: lack of flexibility, compensation, and respect
- Foster a respectful working environment and a culture that embraces all demographics
- Rethink and reassert the employee value proposition inclusive of culture
- Review competitive pay practices and be creative with compensation and benefits programs

## Key factors for employee job satisfaction and retention

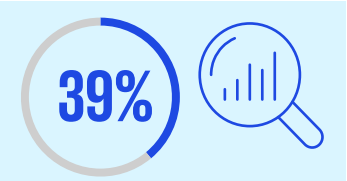
Workers more likely to consider leaving than to actively seek new roles



Considered leaving their organization in the past year



Actively looking for new jobs

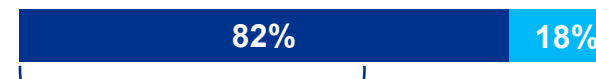


39% of those considering leaving are Millennials

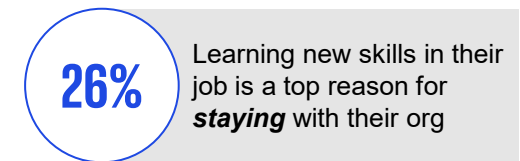
Work-life imbalance is the top concern (respondents selected top three)



Learning opportunities as retention factors



Agreed or strongly agreed that upskilling is important to their careers





# 03

## Workers expect flexibility

Employees expect flexible work to be the new normal. Majorities say remote work has helped them balance career and personal responsibilities. Most also say their manager trusts them to be productive when they work remotely.

The expectation of flexible work is often in tension with employers pursuing return-to-office mandates, and most workers report being held to metrics such as a required number of days in office. Still, employees have nuanced views on remote work. Most say the social aspects of working on-site some of the time increases their sense of belonging.

Workers are also interested in four-day (32-hour) work weeks and most say they could accomplish the same amount as they do in five days.

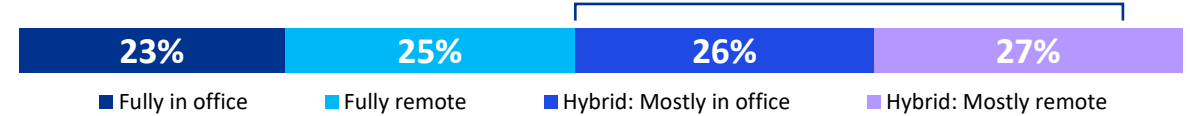


### Key actions

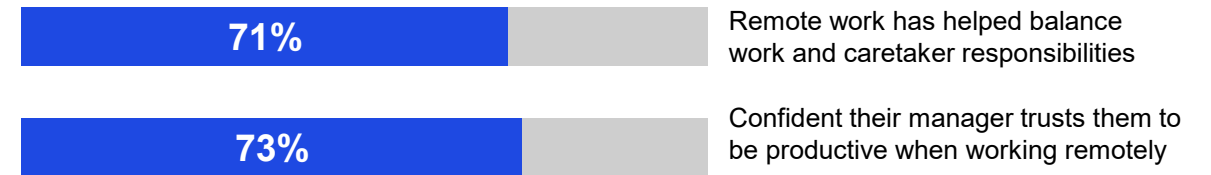
- Address friction between employees' desire for flexibility and senior leaders' desire for return to the office without driving attrition
- Evaluate employee value proposition to include benefits of in-office work
- Provide incentives to reward employee flexibility
- Approach the change management process gradually

## Priorities for balancing work and personal responsibilities

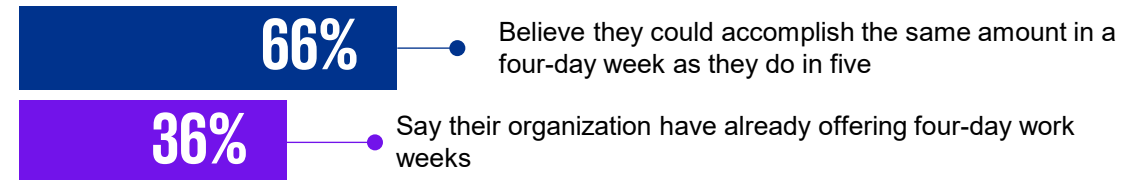
Over half of employees prefer hybrid work over both fully remote and fully in office



### Remote versus in-office productivity



### Workers are interested in four-day work weeks



# 04

## Rethinking four-year degree requirements

Respondents question the need for four-year degree requirements-both among those with such a degree and without.

Most employees believe that college degrees are not a good predictor of job success and nearly half say their company misses out on qualified talent because of degree requirements.

Moreover, most employees have also pursued some form of alternative education pathway, such as certifications and bootcamps.

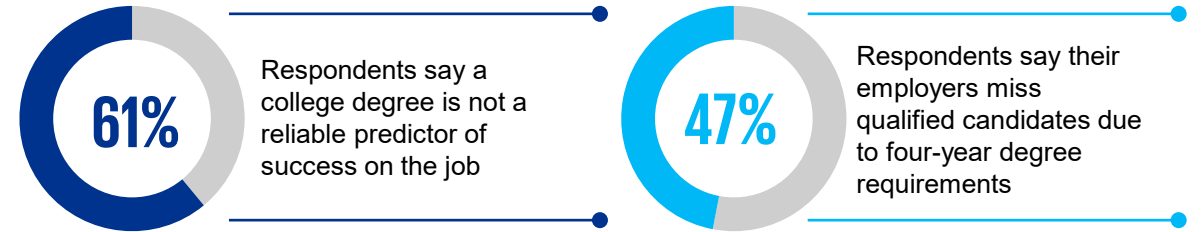


### Key actions

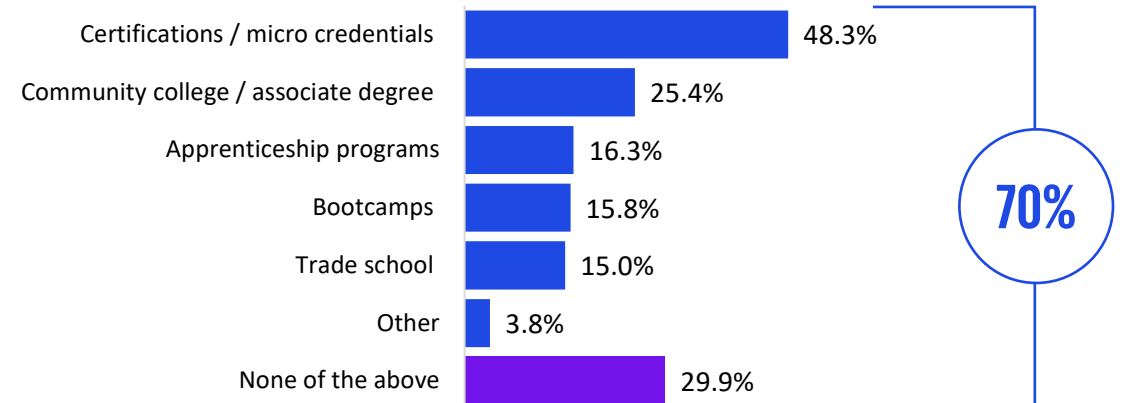
- Conduct a comprehensive review of job requirements to optimize candidate supply
- Codify internal mobility programs that leverage alternative education paths
- Invest in complementary education as a driver of career mobility and growth
- Explore skills-based hiring as an alternative to traditional hiring models

## Employees see the value of alternative education pathways

### Many doubt a degree's value in job success



### Most have used some form of alternative education pathway



# 05

## Crucial role of people leadership

The employee / manager relationship has always been important. In the post-pandemic world, this relationship is especially important, as employees and managers navigate the new boundaries of flexible and experimental work models.

Fortunately, most workers report that they meet with their manager on a sufficient basis and receive constructive feedback. Moreover, most workers have professional mentors beyond their direct manager. Still, there are significant pockets of employees who report not receiving constructive feedback or career guidance.



### Key actions

- Offer leadership development programs to help people leaders build people management skillsets
- Evaluate individuals' people management skills as part of the promotion process
- Offer formal mentoring opportunities to supplement the employee/manager relationship

## Employees are relatively optimistic about manager engagement

Employees report high manager engagement but there are pockets for improvement



Employees report meeting with managers on a sufficient basis

Do not meet enough



Employees receiving constructive feedback

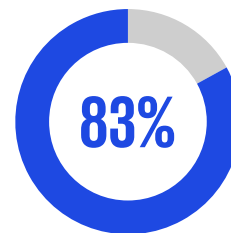
Do not receive constructive feedback



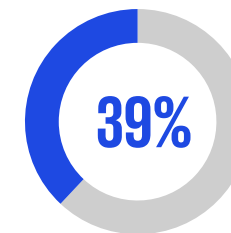
Employees feel their manager is invested in their professional development

Manager is not invested

Managers feel committed but there are areas to improve broader mentorship



First-level / middle managers believe it is important for their team members to feel confident in their ability to perform their job responsibilities



Employees lack mentors beyond their director managers



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